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Employment Management Association

1990

National Cost Per Hire

Survey Report

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The Employment Management Association Report

National Cost Per Hire Data - 1990

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The Employment Management Association Report

National Cost Per Hire Data - 1990

The Employment Management Association continues its tracking of national employment costs and trends with this, the seventh annual national cost-per-hire report. As a result of a survey of EMA members and other employment professionals, the EMA is able to report employment activities and costs for the calendar year 1990 in the following categories: Exempt, Non-Exempt, Hourly hires and Internal Transfers. An Overall category also reveals the total employment costs and activities for the average employer.

The EMA conducts this survey to provide its members and other interested professionals benchmark data for the evaluation and comparison of their own recruitment and staffing activities. Further, industry and geographical averages and multi-year comparisons are presented to allow employment managers to plan and budget within their own activity forecasts.

■ Significant Findings

- Hiring activity levels increased 7% overall, however, exempt employment was down by 3% from 1989 levels.
- The average cost per hire was down 17% overall, while exempt cost per hire fell by 8%.
- The amount spent by the average employer was reduced by 14% or $200,000.
- Starting salaries were up 10.5% overall from 1989 levels.
- The average time-to-start was reduced to 45 days from 51 days in 1989.
- Recruiters' workloads increased from 15 to 17.4 positions per month, suggesting a demand for greater productivity from existing recruiting staffs.
- The offer acceptance rate improved from 86% to 89%, indicating a tighter job market.
- Company visit expenses were cut significantly, principally in the areas of applicant travel and management interview workday costs.
- The screening ratio dropped from 6:1 in 1989 to 4:1 in 1990, further contributing to the reduction of management time and expense.
- The exempt cost per hire without relocation has remained essentially constant over the last four years ($4,000–$4,500 per hire). However, relocation costs have continued to rise–now 50% higher than four years ago at $12,188 per relocation.

■ Respondent Information

Nature of Business

Business and Services

- Computer/Data Processing 8
- Research and Development 7
- Utilities 7
- Insurance 6
- Banking 4
- Consulting Services 3
- Finance 3
- Transportation 3
- Advertising 1
- Hospitality 1
- Merchandising 1
- Publishing 1
- Restaurants 1
- Other Business Services 17

Manufacturing & Industrial

- Aerospace 7
- Computers/Business Machines 6
- Chemicals & Drugs 3
- Electrical Machinery & Equipment 3
- Food & Beverage Processing 3
- Building Materials/Construction 2
- Glass, Paper & Packaging 1
- Metals & Metal Products 1
- Textiles 1

Government and Non-Profit

- Health Services 2
- Non-Profit Organizations 1

Respondents by Category

- Exempt 83
- Non-exempt 62
- Internal 31
- Hourly 24
- Overall 93

The EMA is pleased to acknowledge the participation of the 93 responding companies without whom this survey report would not have been possible. For reasons of privacy, the names of those companies shall remain undisclosed.

The data contained in this survey report reflects estimates and averages as presented by the responding organizations. As such, the EMA cannot certify the validity and reliability of the information contained in this report. All readers are encouraged to compute their own cost per hire using the standard cost elements discussed in this survey to make any comparisons with the averages presented in this report.

■ Computing Your Cost Per Hire

Section A - Employment/Recruiting Office Expenses

Line 1 *Salaries and benefits of employment/recruiting office staff*

Estimate the percentage of time spent annually in recruiting and staffing for exempt/non-exempt/internal/hourly vacancies by each member of your staff. Compute the actual salary for each staff member, multiply by the percentage that applies to each staffing category, then total. Multiply total salaries by your company's Benefit Multiplier. If unknown, multiply salary totals by 1.33 and enter on Line 1.

Line 2 *Travel, lodging, entertainment expenses of recruiting staff*

Compute the T/L/E expenses of the Employment/Recruiting office staff as they apply to each staffing category. Include: all recruiting-related trips and entertainment; T/L/E expenses for professional development seminars, workshops and conferences; college relations and source development visits, etc. **Exclude** meetings and training programs that do not utilize or enhance the employment skills of your recruiting staff. Enter totals on Line 2

Line 3 *Administrative expenses*

Compute or estimate all recruiting-related **overhead** expenses, including but not limited to: telephone, office space, postage, PR literature, resumé books, job posting systems, give-aways, general/image-building advertising, training program and conference attendance fees, employee referral gift awards; computer access charges. **Exclude** tax deductible contributions to colleges and universities. Enter totals on Line 3.

Line 4 *Sub-Total A*

Total Lines 1, 2, and 3, and enter on Line 4.

(Note: If sufficient detail is not available to determine items 1 through 3 above, estimate sub-totals and enter on Line 4.)

Section B - Other Recruiter's Expenses

Line 5 *Travel, lodging, entertainment expenses for other recruiters*

If other company employees (technical managers, operating staff, etc.) and/or contract recruiters were utilized, compute or estimate their T/L/E expense for each column and enter on Line 5. (A representative sample of expense reports may be gathered to compute an average which can be multiplied by the number of trips/events to obtain the totals for this line item.) **Exclude** recruiters counted in Line 1. Enter totals on Line 5.

Line 6 *Salaries of other recruiters*

Compute or estimate the average day's salary of those other employees utilized as part-time recruiters. Multiply this average by the number of days they were involved in recruiting, including business-hours travel time. **Exclude** full-time recruiters counted in Line 1. Enter totals on Line 6.

Line 7 *Sub-Total B*

Total lines 5 and 6 and enter on Line 7. If sufficient information is not available to compute Lines 5 and 6, estimate these sub-totals based upon usage of other recruiters (managers, contract recruiters, etc.)

Never use - Enter 0 on Line 7

Seldom use - Multiply Line 4 by 10% and enter on Line 7.

Occasionally use - Multiply Line 4 by 25% and enter on Line 7.

Frequently use - Multiply Line 4 by 50% and enter on Line 7.

Section C - Company Visit Expenses

Line 8 *Candidate travel, lodging, meal expenses*

Compute or estimate the average expense of **each applicant** (or transferee) who visits your company for employment consideration. (A representative sample of expense reports may be used to compute this average.) Multiply this average by the **total** number of applicant visits, **not just for those hired.** Enter totals on Line 8. EXAMPLE: Your screening ratio shows that 1 out of 4 applicants visiting your company is hired. Your cost of this line item is 4 x Total Hires x Avg. Applicant's T/L/E. [In 1989, the EMA average for exempt applicants was **$635 per hire**.]

Line 9 *Interview workday expenses*

Estimate the average hourly equivalent salary of the company personnel involved in your interview process (e.g. $43,000/yr. = @ $20.83/hr.). Estimate the average length of a typical applicant's visit (number of hours). Determine the average number of applicants interviewed to fill each position (see screening ratio example on Line 8). FORMULA: Multiply hourly equivalent salary by hours by applicants by total hires (Line 21), enter totals on Line 9. Example: $20.83/hr x 4 hours x 4 applicants x 50 hires = $16,664.00. Enter the total on Line 9. [In 1989, the exempt average was $282 per hire.]

Line 10 *Other expenses*

Estimate the costs (annualized or average per applicant) of other related expenses including, but not limited to, testing, pre-employment drug screening, credential verification, relocation packets, etc. Enter the appropriate annual expense **totals** on Line 10. [The 1989 average for Exempt hires was $86 **per hire**.]

Line 11 *Sub-Total C*

Total Lines 8, 9, and 10 and enter on Line 11.

Section D - Direct Fees

Line 12 *Advertising fees*

Enter number of hires derived directly as a result of employment advertising in appropriate columns. Compute or estimate total annual job-specific employment advertising expenses. **Exclude** general advertising charges and job posting expenses included on Line 3. Enter totals on Line 12.

Line 13 *Job fairs*

For "# Hires" enter the number of hires derived directly as a result of participation in job fairs for each category. Compute or estimate total, annual, job fair participation fees. **Exclude** recruiter's cost, travel, materials, etc. included in Section A or B. Enter totals on Line 13.

Line 14 *Agency fees*

Enter number of hires derived through personnel agencies to whom a contingent placement fee was paid in the appropriate columns. Compute or estimate total annual agency fees. Enter totals on Line 14.

Line 15 *Executive search fees*

Enter the number of hires derived through executive search (retainer/contract search). Compute or estimate total annual search and search-research fees paid. [Normally such fees are limited to the exempt category.] Enter total on Line 15.

Line 16 *Employee referral cash awards*

For "# Hires" enter the number of employee referrals hired in each category. Compute the total annual cash payments made to employees for referrals who were hired. **Exclude** program administration fees and gifts-in-kind included in Line 3. Enter totals on Line 16.

Line 17 *College recruiting*

Under the heading "# Hires" enter the number of hires directly resulting from your college recruiting program in the appropriate columns on Line 17. **No direct fees should be reported for college hires**. (Recruiters' T/L/E should be reported on Line 2 or Line 5; literature, resumé books and transcripts on Line 3.)

Line 18 *Sub-Total D*

Total the expenses from Lines 12, 13, 14, 15, 16, 17 and enter on Line 18.

Line 19 *Total recruitment costs*

Total Lines 4, 7, 11 and 18 and enter on Line 19.

Line 20 *Relocation expenses*

For "# Hires" enter the actual number of new hires and transfers who received relocation expense assistance to accept employment. Enter the actual or estimated total expenses incurred by your company to provide this assistance on Line 20.

Line 21 *Total costs*

Total Lines 19 and 20 and enter on Line 21.

Line 22 *Total hires*

Enter number of hires by category for the calendar year on Line 22.

Line 23 *Cost per hire*

Divide Line 21 by Line 22. Enter results on Line 23 (rounded to nearest whole dollar).

Part II - Supplemental Data (Complete if data is available or can be estimated)

Line 1 *Average annual salary of new hires*

Under each column heading, enter the **average** annual salary or wages of all persons hired in that category. Where wage rates are hourly, multiply by 2080 hours for full-time workers, regardless of actual hours worked during the year.

Line 2 *Recruiter workload*

Determine the **average** number of open employment requisitions each recruiter was responsible for on a month-to-month basis.

Line 3 *Screening ratio - interviews to hires*

Determine the **average** number of interviews your company conducts to get one hire. EXAMPLE: 4:1 (round to nearest whole number)

Line 4 *Acceptance rate*

For each category, determine the percentage of offers made by your company which were accepted.

Line 5 *Time-to-fill*

Determine the **average** number of days it took from the time an employment requisition was opened until the offer was accepted to fill it.

Line 6 *Time-to-start*

Determine the **average** number of days it took from the time an employment requisition was opened until the new employee started working in the position.

Line 7 *Source utilization*

Determine the **percentage** of the various sources utilized to satisfy hiring needs in each category. Report Internal Transfers as a percentage of the total hires in the TOTAL column (bottom right-hand corner).

Exempt

Survey Results

Averages	Number Hires	Amount Spent per Employer	CPH
	150	$1,032,200	$6,900

Organizational Responses

	Number Hires	Percent	Average CPH
Corporation	43	51	$6,350
Division	24	29	6,795
Unit	17	20	11,479

Geographical Analysis: Cost Per Hire By Region

Region	# Respondents	Avg. hires	Avg. spent	Average CPH
Northeast	21	267	$1,897,292	$ 7,110
Mid-Atlantic	14	68	451,655	6,621
Southeast	4	13	154,415	12,111
Midwest	18	121	1,108,930	8,405
Southwest	5	108	662,952	6,138
West	21	204	1,213,843	5,954

Averages by Employment Population

Population	Percentage of Responses	Number Hires	Average CPH
<500	19	25	$7,300
500 - 1,000	28	48	5,168
1,001 - 2,500	20	89	8,867
2,501 - 5,000	12	221	7,321
5,001 - 10,000	11	254	6,990
10,001 - 25,000	5	375	9,550
>25,000	5	1,454	5,526

Categorical Analysis

	Percentage of CPH	CPH
Relocation Expenses	36.0	$2,485
Direct Fees	29.0	2,001
Recruiting Office Expenses	25.0	1,725
Applicant Expenses	8.5	586
Other Recruiters' Expenses	1.5	103
Total	**100.0**	**$6,900**

Direct Fees

	Fee per hire
Advertising	$1,967
Job Fairs	653
Agencies	9,130
Executive Search	31,256
Employee Referral	679

Average Starting Salary **$40,569 ~ CPH is 17% of annual salary**

Non-Exempt

Survey Results

Averages	Number Hires	Amount Spent per Employer	CPH
	170	$245,490	$1,447

Organizational Responses

	Number Hires	Percent	Average CPH
Corporation	33	53	$1,339
Division	16	26	$1,896
Unit	13	21	$1,458

Geographical Analysis: Cost Per Hire By Region

Region	# Respondents	Avg. hires	Avg. spent	Average CPH
Northeast	12	160	$232,838	$ 1,458
Mid-Atlantic	13	172	439,354	2,553
Southeast	3	29	33,650	1,147
Midwest	14	166	110,225	665
Southwest	2	200	134,881	672
West	17	209	282,402	1,351

Averages by Employment Population

Population	Percentage of Responses	Number Hires	Average CPH
<500	24	19	$1,914
500 - 1,000	29	51	1,266
1,001 - 2,500	21	179	1,286
2,501 - 5,000	11	343	983
5,001 - 10,000	11	550	1,823
10,001 - 25,000	3	372	1,546
>25,000	0	0	

Categorical Analysis	Percentage of CPH	CPH
Recruiting Office Expenses	44.0	$637
Direct Fees	24.0	347
Relocation Expenses	17.0	246
Applicant Expenses	12.5	181
Other Recruiters' Expenses	2.5	36
Total	**100.0**	**$1,447**

Direct Fees	Fee per hire
Advertising	$ 648
Job Fairs	161
Agencies	3,604
Executive Search	-0-
Employee Referral	464

Average Starting Salary **$21,308 ~ CPH is 7% of annual salary**

Hourly

Survey Results

Averages	Number Hires	Amount Spent per Employer	CPH
	326	$144,419	$443

Organizational Responses

	Number Hires	Percent	Average CPH
Corporation	7	29	$1,334
Division	7	29	794
Unit	10	42	260

Geographical Analysis: Cost Per Hire By Region

Region	# Respondents	Avg. hires	Avg. spent	Average CPH
Northeast	5	82	$ 88,455	$ 1,458
Mid-Atlantic	3	19	20,344	1,052
Southeast	2	471	119,819	255
Midwest	7	603	236,173	392
Southwest	3	500	201,706	404
West	5	137	92,957	678

Averages by Employment Population

Population	Percentage of Responses	Number Hires	Average CPH
<500	16	310	$302
500 - 1,000	37	549	268
1,001 - 2,500	12	36	1,890
2,501 - 5,000	8	75	1,854
5,001 - 10,000	17	249	940
10,001 - 25,000	5	98	1,141
>25,000	5	281	832

Categorical Analysis	Percentage of CPH	CPH
Recruiting Office Expenses	60.0	$266
Direct Fees	21.0	93
Relocation Expenses	12.0	53
Applicant Expenses	6.0	27
Other Recruiters' Expenses	1.0	44
Total	**100.0**	**$443**

Direct Fees	Fee per hire
Advertising	$ 142
Job Fairs	75
Agencies	1,135
Executive Search	-0-
Employee Referral	77

Average Starting Salary **$16,171 ~ CPH is 3% of annual salary**

Internal Transfers

Survey Results

Averages	Number Transfers	Amount Spent per Employer	CPT*
	115	$78,215	$681

Organizational Responses

	Number Transfers	Percent	Average CPT
Corporation	15	48	$ 459
Division	6	20	2,555
Unit	10	32	809

Geographical Analysis: Cost Per Hire By Region

Region	# Respondents	Avg. transfers	Avg. spent	Average CPT
Northeast	7	113	$ 75,457	$ 667
Mid-Atlantic	6	220	151,501	749
Southeast	3	17	79,230	4,571
Midwest	7	160	58,580	365
Southwest	1	80	23,800	298
West	7	110	33,555	304

Averages by Employment Population

Population	Percentage of Responses	Number Transfers	Average CPT
<500	25	31	$1,346
500 - 1,000	42	51	441
1,001 - 2,500	10	188	668
2,501 - 5,000	10	297	901
5,001 - 10,000	13	300	517
10,001 - 25,000	0	0	-
>25,000	0	0	-

Categorical Analysis	Percentage of CPT	CPT
Recruiting Office Expenses	55.0	$375
Relocation Expenses	30.0	204
Applicant Expenses	14.0	95
Other Recruiters' Expenses	1.0	7
Direct Fees	0	0
Total	**100.0**	**$681**

Direct Fees

Not applicable

**Cost per transfer*

Average Starting Salary **$24,845 ~ CPT is 3% of annual salary**

Overall
Survey Results

Averages	Number Hires	Amount Spent per Employer	CPH
	429	$1,237,737	$2,967

Organizational Responses

	Number Hires	Percent	Average CPH
Corporation	44	47	$2,747
Division	28	30	4,535
Unit	21	23	1,408

Geographical Analysis: Cost Per Hire By Region

Region	# Respondents	Avg. hires	Avg. spent	Average CPH
Northeast	21	486	$2,075,611	$4,270
Mid-Atlantic	14	297	951,374	3,205
Southeast	4	283	299,634	1,059
Midwest	23	452	951,628	2,107
Southwest	6	444	707,886	1,594
West	25	452	1,361,248	3,009

Averages by Employment Population

Population	Percentage of Responses	Number Hires	Average CPH
<500	19	124	$1,894
500 - 1,000	30	296	1,143
1,001 - 2,500	19	298	3,526
2,501 - 5,000	11	565	3,348
5,001 - 10,000	11	991	2,546
10,001 - 25,000	5	704	4,615
>25,000	5	1,224	5,156

Categorical Analysis	Percentage of CPH	CPH
Relocation Expenses	32.0	$951
Recruiting Office Expenses	30.0	890
Direct Fees	26.0	770
Applicant Expenses	10.0	297
Other Recruiters' Expenses	2.0	59
Total	**100.0**	**$2,967**

Direct Fees	Fee per hire
Advertising	$ 756
Job Fairs	422
Agencies	7,718
Executive Search	38,134
Employee Referral	522

Average Starting Salary **$31,374 ~ CPH is 9.5% of annual salary**

Average Employer Expenses

Exempt	1989	1990
Employment/Recruitment Office	$227,569	$288,182
Other Recruiting Expenses	35,534	19,285
Company Visit Expenses	132,077	101,288
Direct Fees	326,966	333,935
Relocation	441,773	407,632
TOTAL	**$1,161,545**	**$1,131,689**

Overall	1989	1990
Employment/Recruitment Office	$333,054	$392,089
Other Recruiting Expenses	45,913	49,758
Company Visit Expenses	178,472	125,585
Direct Fees	379,383	336,430
Relocation	515,579	578,611
TOTAL	**$1,437,250**	**$1,271,737**

***Note**: Expense category amounts will not equal the Total since not all respondents provided data in each category.*

Company Visit Expenses: Exempt
Per hire costs also include expenses of unsuccessful applicants.

	1988	1989	1990
Candidate travel	$456	$635	$383
Management interview time	334	282	233
Drug tests, credentials verification	117	86	57

The de-escalation of applicant expenses appears to be a conscious effort on the part of companies to control costs. By recruiting locally and managing the screening ratio (the number of applicants interviewed to obtain a hire), actual costs can be reduced.

National Comparisons

Regional Averages

Region	Exempt	Non-Exempt	Internal	Hourly	Overall
Northeast	7,110	1,458	667	1,073	4,270
Mid-Atlantic	6,621	2,553	749	1,052	3,205
Southeast	12,111	1,147	4,571	255	1,059
Midwest	8,405	665	365	392	2,107
Southwest	6,138	672	298	404	1,594
West	$5,954	$1,351	$ 304	$ 678	$3,009

State Averages

	Exempt		Overall	
State	Hires	CPH	Hires	CPH
Arizona	279	$3,991	911	$1,811
California	204	5,954	452	3,009
Colorado	23	4,574	390	462
Connecticut	43	36,241	68	24,439
District of Columbia	26	5,389	131	2,127
Indiana	9	1,653	623	369
Illinois	137	6,751	259	3,965
Massachusetts	44	11,041	217	2,498
Maryland	70	18,014	342	7,014
Michigan	16	53,924	363	4,516
Minnesota	61	9,410	181	3,945
Missouri	152	17,669	170	8,038
Nebraska	157	4,241	1,114	581
New Hampshire	8	21,936	106	3,914
New Jersey	875	5,504	1,218	4,147
New York	113	11,662	351	4,094
North Carolina	13	12,111	283	1,059
Ohio	150	5,414	246	3,716
Pennsylvania	125	6,762	198	4,774
Texas	192	9,821	192	9,821
Virginia	80	3,338	319	1,941

Industry Comparisons

Average cost per hire by industry and by category of employment

Business & Services

	Exempt			Non-Exempt			Overall		
	Resp	Avg Hires	CPH	Resp	Avg Hires	CPH	Resp	Avg Hires	CPH
Advertising	1	14	$2,841	1	108	$703	1	156	$767
Banking	4	246	3,754	4	559	708	4	1,051	1,317
Computer/DP	8	237	5,074	6	265	365	8	548	2,244
Consulting Services	2	117	3,523	1	492	1,944	3	329	2,910
Finance	3	252	10,677	3	275	1,520	3	529	5,296
Hospitality	1	20	3,695	0	--	--	1	270	465
Insurance	5	101	7,290	5	199	1,571	6	339	2,731
Merchandising	1	6	2,408	0	--	--	1	296	221
Publishing	0	--	--	0	--	--	1	166	1,457
Research & Development	7	159	10,957	3	17	2,545	7	462	4,448
Restaurants	1	80	4,930	1	96	2,637	1	176	4,466
Transportation	3	32	10,356	3	24	1,204	3	112	3,622
Utilities	6	122	10,829	4	395	3,062	7	379	5,231
Other Bus. Services	14	257	4,345	10	80	1,569	17	620	1,764

Manufacturing/Industrial

	Exempt			Non-Exempt			Overall		
	Resp	Avg Hires	CPH	Resp	Avg Hires	CPH	Resp	Avg Hires	CPH
Aerospace	6	317	$ 6,759	3	59	$ 596	7	359	$5,591
Building Materials	1	77	14,895	0	--	--	2	582	1,564
Chemicals & Drugs	2	68	26,133	2	33	3,407	3	155	9,718
Computers/Bus. Mach.	6	106	5,328	6	76	1,193	6	194	3,435
Elec. Machinery & Equip	3	36	10,879	3	13	4,545	3	247	2,115
Food & Bev. Processing	3	162	14,254	1	35	3,006	3	201	11,590
Glass, Paper, Packaging	1	56	10,971	1	151	299	1	257	2,680
Metal & Metal Products	1	16	18,322	1	10	3,540	1	66	6,175
Textiles	1	21	5,597	1	30	1,749	1	62	5,733

Government/Non-Profit

	Exempt			Non-Exempt			Overall		
	Resp	Avg Hires	CPH	Resp	Avg Hires	CPH	Resp	Avg Hires	CPH
Health Services	1	115	$5,088	1	673	$1,336	1	1,173	$1,265
Non-Profits	2	17	4,430	2	16	2,906	3	117	1,253
All Industries	**83**	**150**	**$6,900**	**62**	**170**	**$1,447**	**93**	**429**	**$2,967**

Part II – Supplemental Data

■ Average Starting Salary

	Exempt	Non-Exempt	Internal	Hourly	Overall
1989	$38,938	$18,836	$30,406	$17,349	$28,389
1990	40,569	21,308	24,845	16,171	31,374

By Industry

Business & Services					
Banking	$34,120	$14,409	$24,283		
Computer/DP	47,237	22,510	42,616		
Consulting Services	43,276	21,169	32,509		
Finance	32,000	17,500	25,051		
Insurance	42,000	20,360	30,206		
Merchandising	32,000	n/a	17,056		
Publishing	24,166	16,233	19,446		
Research & Development	45,655	21,227	40,443		
Restaurants	36,000	24,000	29,455		
Transportation	46,560	20,777	28,949		
Utilities	48,873	33,064	35,270		
Other Bus. Services	35,134	22,459	23,592		
Manufacturing/Industrial					
Aerospace	36,980	22,750	31,345		
Building Materials	43,697	19,500	n/a		
Chemicals/Drugs	52,098	24,672	38,879		
Business Machines	49,924	22,068	36,439		
Electrical Equipment	47,129	20,540	38,893		
Food & Beverage	42,405	22,000	31,516		
Glass & Paper	30,000	12,500	17,383		
Metals	35,000	16,349	22,686		
Textiles	38,828	16,822	24,830		
Government/Non-Profit					
Non-profits	35,273	18,250	29,378		

■ Employment Effectiveness Measures

	Exempt	Non-Exempt	Internal	Hourly	Total
Recruiter Workload	11.4	10.9	11.6	11.9	17.4
Screening Ratio	8:1	4:1	5:1	3.5:1	4:1
Acceptance Rate (%)	85	91	97	87	89
Time-to-fill (days)	41	26	29	21	31
Time-to-start (days)	56	41	46	32	45

Note: Total column may not be sum of averages for all other columns.
Respondents may not have provided input for each category (or column).

Definitions

Recruiter Workload — average number of open employment requisitions each recruiter was responsible for on a month-to-month basis

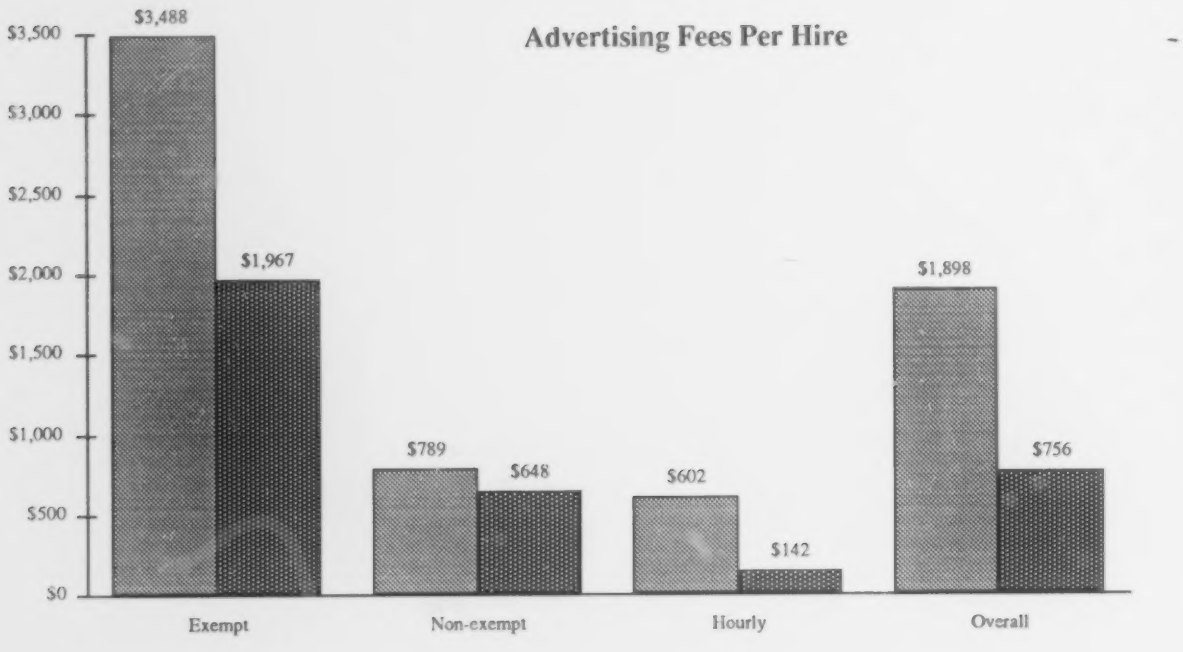
Screening Ratio — average number of interviews conducted to obtain one hire

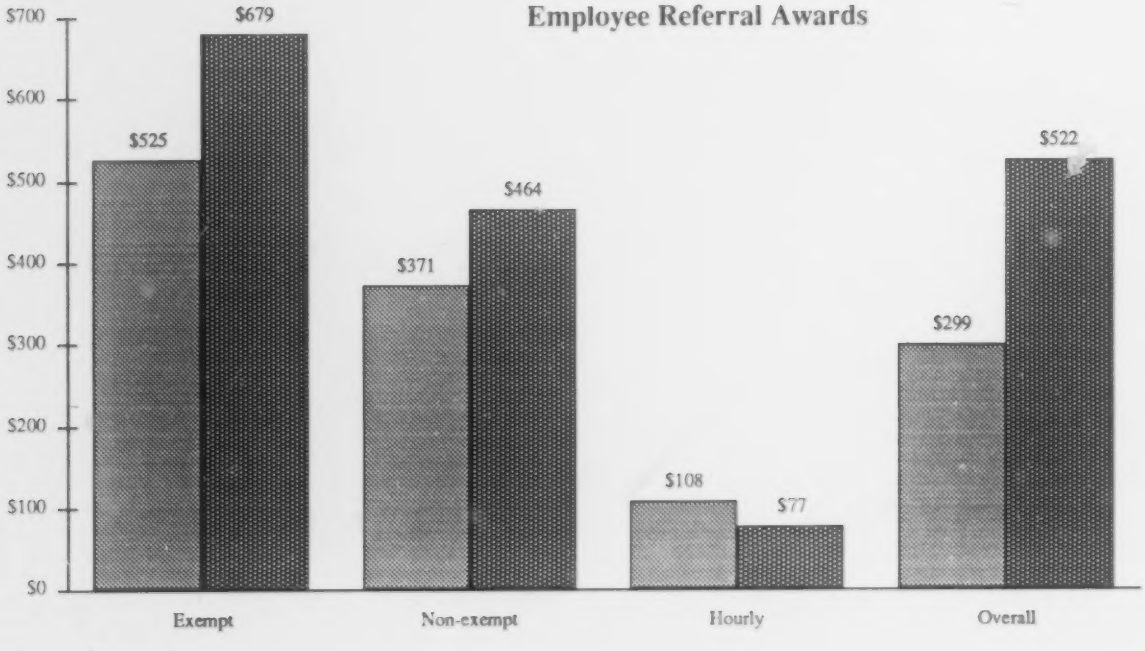
Acceptance Ratio — percentage of offers made which were accepted

Time-to-fill — average number of days between the opening of an employment requisition and when an offer was accepted

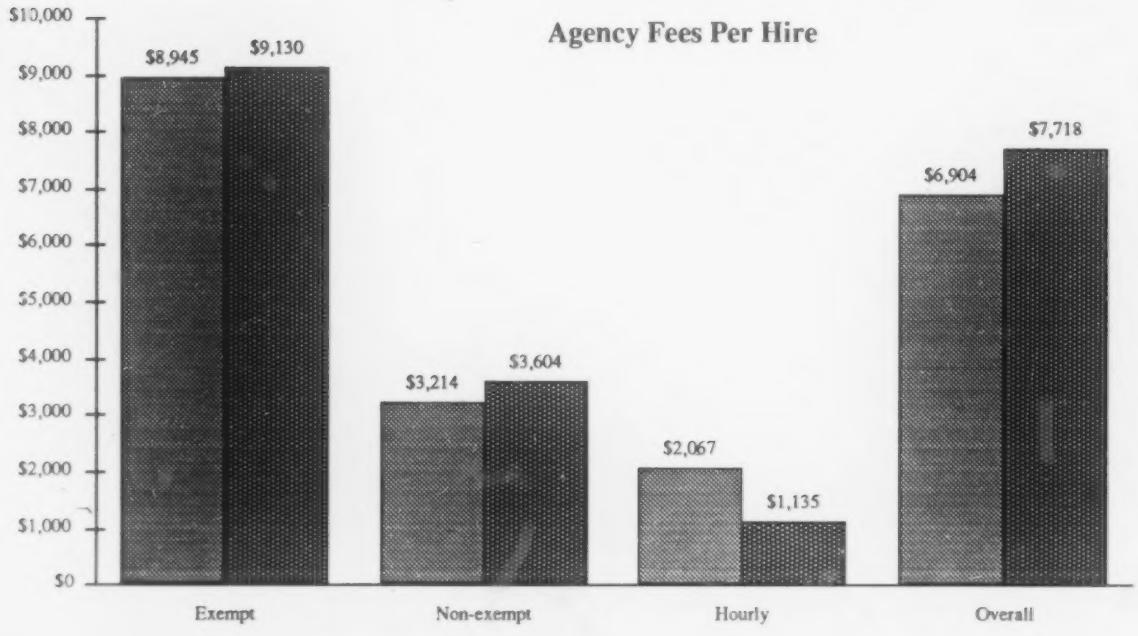
Time-to-start — average number of days between the opening of an employment requisition and the start date for the new employee

■ Direct Fee Trends





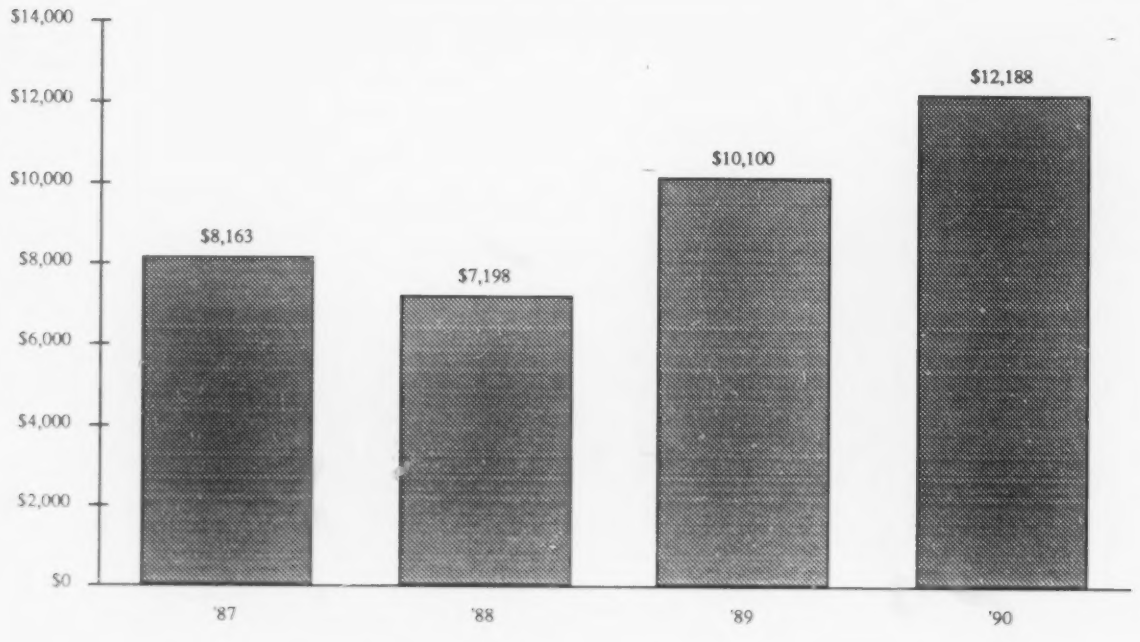
■ Direct Fee Trends



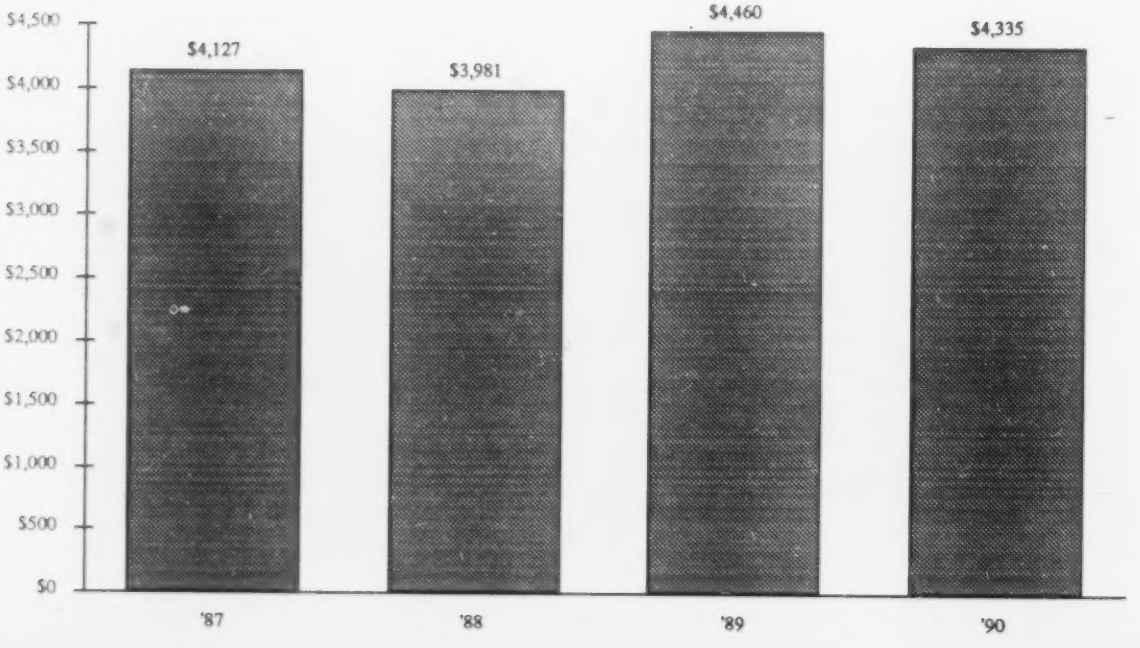
	1989	1990
Executive Search Fees Per Hire Exempt Only	$22,140	$31,256

■ Exempt Trends — 4 year Comparisons

Average Cost Per Relocation



Cost Per Hire Without Relocation



■ Source Utilization (in percent)

Sources	Exempt '89	Exempt '90	Non-Exempt '89	Non-Exempt '90	Hourly '89	Hourly '90	Total '89	Total '90
Employee Referral	14.5	**15.4**	17.6	**12.5**	21.2	**8.0**	18.6	**10.6**
College Recruiting	10.0	**17.6**	2.9	**2.0**	5.5	--	6.5	**7.0**
Advertising	30.4	**17.7**	23.5	**24.5**	15.0	**59.0**	22.8	**26.6**
Job Fairs	4.0	**5.3**	1.3	**4.0**	4.5	**4.0**	3.0	**4.0**
Agency	16.2	**12.0**	8.0	**3.5**	1.4	--	8.8	**5.0**
Executive Search	0.6	**0.5**						

Further Information

The EMA will continue to provide professional development workshops and information on this and other surveys. Special workshops are often offered at regional and national conferences. Specific inquiries regarding this survey should be directed to:

Employment Management Association
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Acknowledgment

The EMA recognizes member **Gary A. Cluff** as the creator of this survey and report.

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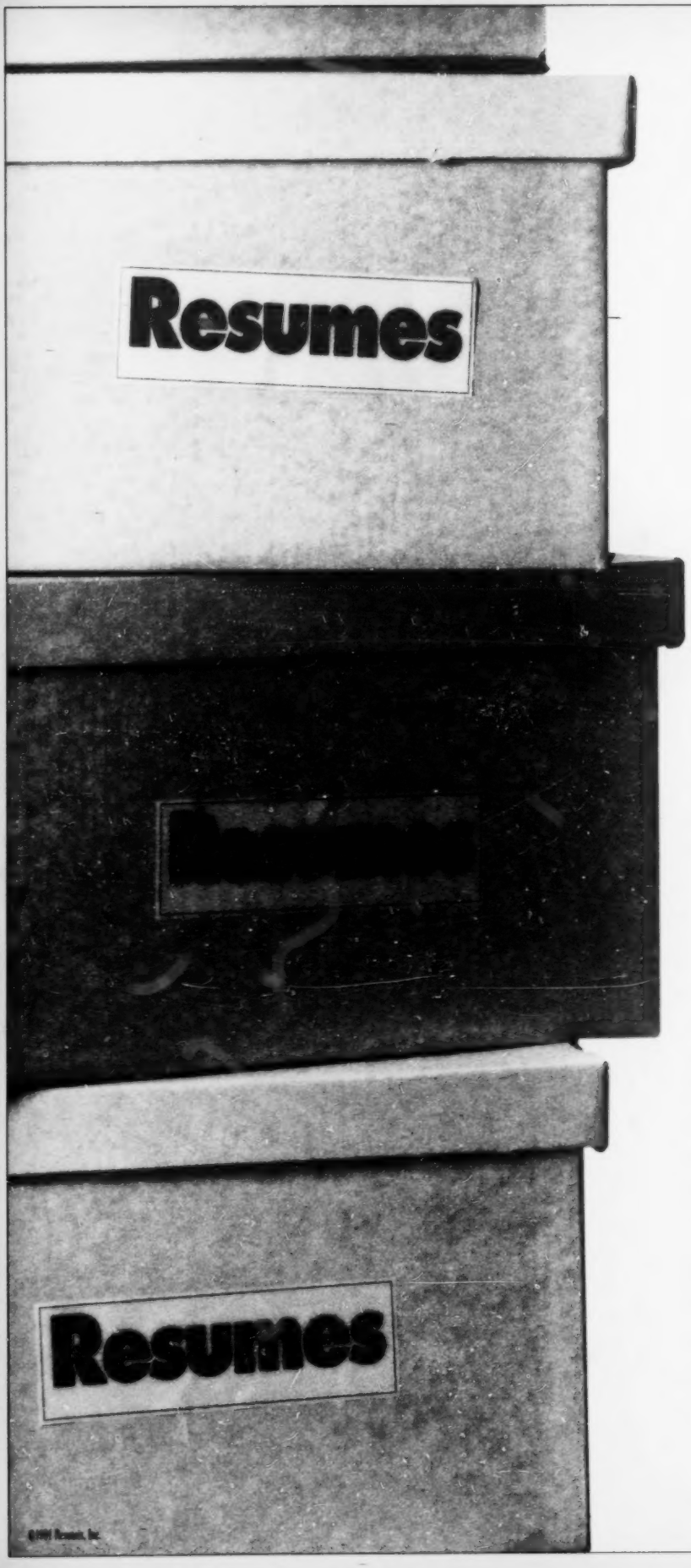

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